

Chromo.

FEB 6 1950

Management Officer

Assistant Director for Reports and Estimates

Employee Suggestion Concerning Required Reading for ORE Personnel

REFERENCE: Memorandum from Management Officer to AD/ORE, subject as above,  
dated 11 January 1950

1. Pursuant to paragraph 2 of the reference, this Office has reviewed the subject employee suggestion and offers the following comments:

a. Subject employee has made the suggestion for the following stated purposes: "(1) to explain the nature and functions of CIA to CIA personnel and (2) to improve the quality of work done by analytical personnel in CIA".

The Principles of Strategic Intelligence does not contain any reference to the Central Intelligence Agency, much less an explanation of the nature and functions of the Central Intelligence Agency. Therefore, his first purpose would not be accomplished by the subject suggestion. With respect to the second purpose cited above, it is doubtful that this manual, oriented as it is entirely toward the indoctrination of army intelligence personnel and slanted toward the limited military concepts and methods of intelligence production, would "improve the quality of work done by analytical personnel in CIA" in preparing national intelligence reports and estimates. This is not to say, however, that the manual is of no interest to intelligence personnel at any level within ORE, provided that it is used with a full understanding of its specific limitations. It should be noted that one ORE division obtained twenty copies of this manual for the information and use of its personnel in September of 1949.

b. Further consideration of the suggestion "that the following document be assigned as required reading for all ORE (if not all CIA) personnel" invites the notion that subject employee has exercised poor judgment in his evaluation of the subject document and the degree of experience and training of ORE and CIA personnel. A suggestion that the document be included among other literature bearing on the intelligence process as part of the orientation of newly appointed CIA personnel as well as those recruited for research and analytical positions without prior intelligence experience, would appear more reasonable and in fact is an excellent idea.

Employee's suggestion set to Mgt. 6 Feb.

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e. Both the Navy and the Air Force have prepared similar manuals, each written from the particular departmental viewpoint, which would be valuable in understanding the intelligence function at the departmental level. Certainly every intelligence officer in the Central Intelligence Agency should systematically search out and study intelligence methodology and doctrine wherever it has been crystallized in written form. Other literature on this subject covering aspects of the intelligence function at the national level exist in [redacted] Strategic Intelligence and [redacted] The Future of American Secret Intelligence, copies of which are also available in the CIA Library. [redacted] book particularly, while controversial in his treatment of the bureaucratic relationships surrounding the national intelligence mission, provides a much more adequate treatment of the intelligence function as a process for CIA purposes.

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2. In summary, the quality of the suggestion is limited to a very great extent by the inexperience of the subject employee. However, the initiative he has shown in putting it forth tends somewhat to offset his error in judgment cited above.

3. This Office has been giving consideration to the orientation and training problem as a segment of the frequently discussed but somewhat vague "Career Management Plan" for the Central Intelligence Agency. In pursuit of this objective and in view of the implications contained in the suggestion, this Office will accelerate its attention on the problem of providing a practical recommendation on orienting newly appointed employees and providing adequate background material for those personnel it employs who have not had prior intelligence experience.

4. It is therefore believed that the subject employee should get some recognition for his suggestion, provided that such recognition can be given without specific acceptance and implementation in terms of use of the manual by which he hoped to accomplish his stated objectives.

(S)

THEODORE BABBITT

Attachment  
Employee Suggestion

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Addressee - Orig. & 1      S/PP - 2  
AD/ORE - 2

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ORIGINAL DOCUMENT MISSING PAGE(S):

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